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DD/S 71-0499

12 FEB 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : State of the Agency Message

1. This is an initial response to your request for subjects or themes for the Director's State of the Agency talk this spring.

2. Before listing individual subjects we suggest that consideration be given to scheduling the State of the Agency talk after the proposed Director and Deputies Conference at [ ] our thought being that the Conference might very well provide subject matters which the Director would like personally to share in his State of the Agency meeting. We believe that the very fact that the [ ] Conference was held should be not only of great interest but also on the encouraging and positive side.

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3. We concur heartily in the suggestion that the Director's remarks be on the "upbeat". In the field of Support it is difficult to provide broad, dramatic illustrations of Agency accomplishments, but we could provide a number of briefly described items to illustrate imagination, creativeness, and can-do which have contributed to Agency successes. They could range from the development of a new aerial delivery system used in Southeast Asia to the development of a defensive driving technique recently provided to the WH Station Chiefs. In a broader sense we would assume that accomplishments such as the war in Laos, [ ] and NPIC photographic accomplishments should be included.

4. Whether or not items such as the following are included in the Director's formal remarks we believe he should be prepared to respond to questions on the following:

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a. The current reorganization of the Executive Branch - What effect will it have on the Intelligence Community and on the Agency and, perhaps related, does the Director contemplate any related reorganization within?

b. The DCI's role in the Community and his use of the Agency in carrying out that role. How is he doing and how are we doing?

c. Agency relationships, which by and large are good, with the White House, with Congress, with other Agencies, and with the public - including business, the media, and with private citizens. So far as other Agencies and the public are concerned, Support can provide numerous illustrations, from the cooperation of banks in our funding problems to an increasing flow of top-quality applicants.

5. We will continue to assemble specific "positive" items in our various technical fields for use when the broad themes are selected.

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John W. Coffey  
Deputy Director  
for Support

ADD/S:RSW/ms (12 Feb 71)

Rewritten:

DD/S:JWC:llc (12 Feb 71)

Distribution:

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- 1 - RSW Chrono
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DD/S 71-0499

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : State of the Agency Message

1. This is in response to your request for subjects or themes for the Director's State of the Agency talk this spring.

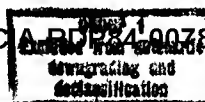
2. We concur heartily in the suggestion that the Director's remarks be on the "upbeat". In the field of Support it is difficult to provide broad, dramatic illustrations of Agency accomplishments, but we could provide a number of briefly described items to illustrate imagination, creativeness, and can-do which have contributed to Agency successes. They could range from the development of a new aerial delivery system used in Southeast Asia to the development of a defensive driving technique recently provided to the WH Station Chiefs.

25X1 3. Before listing individual subject matters, we would like to suggest that the Director's State of the Agency speech be scheduled after the [ ] Conference, with the thought that the Conference may very well provide the subject matter which the Director would personally like to share with the employees without any prompting on our part. The very fact of such a session should not only be of interest but encouraging.

4. Whether or not they be included as items in his formal remarks, the Director should be prepared to respond to questions on the following:

a. Southeast Asia -- The job we've done and the job we have to do.

b. The current reorganization of the Executive Branch -- What effect will it have on the Intelligence Community and on the Agency and, perhaps related, does the Director contemplate any related reorganization within?

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c. The DCI's role in the Community and his use of the Agency in carrying out that role. How is he doing and how are we doing?

d. Agency relationships, which by and large are good, with the White House, with Congress, with other Agencies, and with the public -- including business, the media, and with private citizens. So far as other Agencies and the public are concerned, Support can provide numerous illustrations, from the cooperation of banks in our funding problems to an increasing flow of top-quality applicants.

e. "The State of the Agency is good" -- Here is what we have accomplished in the last year; here is what we have in the works; and here are the things yet to be tackled.

5. We think the State of the Agency is good, and should the Director choose that as his theme we will prepare in brief anecdotal form illustrative examples in each of the Support fields.

John W. Coffey  
Deputy Director  
for Support

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71-0534

12 FEB 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

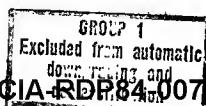
SUBJECT : Items for the DCI State of the Agency Talk

1. In keeping with the theme of the Director's talk taking on a more positive approach to our accomplishments, we are suggesting consideration be given to the items below. We have structured them in a narrative form rather than a cold statement of facts with the thought that it may tend for easier adaptation.

a. There has been a concentrated effort on the part of the Agency to enhance the quality and capabilities of its personnel to better accomplish our mission. During the past year the Agency has enrolled \_\_\_\_\_ personnel in over \_\_\_\_\_ separate training courses, both external and internal. This training has run the gamut, including executive and management training, engineering and technical advancement to our normal operational and support courses. We have also had to place more emphasis on foreign language proficiency and a large number of people are engaged full-time in such courses. The cost of this training has been \_\_\_\_\_ dollars, but I believe this money has been well spent and will reap dividends in years to come. This Agency shall continue to seek every method and technique to increase the knowledge and expertise of its people to equip them with whatever is necessary to perform their jobs in a manner second to none.

b. The Agency has been seeking ways of improving our working environment wherever it can. We have employed a consultant to assist us in this matter. Examples of improvements are visible in terms of our new Rendezvous Room which is providing buffet luncheon service and a new all-weather protection bus canopy. There are a number of other areas planned for improvement. Also in the environmental area, but more as a sign of the times, we have installed protective grilles at the front entrance of the Headquarters Building, special protective glass in our guard stations, lighting for the NPIC parking lots, improved lighting in the Headquarters compound, and overseas we are armoring personal vehicles for employee protection and issuing other forms of self-protective gear for both our personnel as well as those of the State Department.

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SUBJECT: Items for the DCI State of the Agency Talk

c. With the continued reduction of the military profile in Southeast Asia (SEA), the Agency is being called upon to provide more and more support to these countries. The support of paramilitary activities has taxed both the capacity and the ingenuity of our support personnel. Much of the activities must be air-supported and resupplied by this means. Joint efforts on the part of our supply and operations personnel have resulted in the development, testing, and adoption of a new type of parachute which has proven to be superior to the conventional type. Not only is it more effective but has resulted in substantial cost savings over the conventional type. Related to this has been the development of a new and improved shock-absorbing pallet for airborne operational use. These pallets permit an increase of 25 percent in the load capacity of parachutes and result in less damage to cargo. The pallet is also easier to handle and less expensive than the standard military one. Both General Cushman and Mr. Bannerman made recent trips to this area of the world and have reported on the extremely fine effort being carried out by support personnel under the most adverse conditions in SEA.

2. With respect to 1a above, the thought being conveyed is that the Director would want to address this part from a total Agency viewpoint. If you deem the idea as having merit, we will be pleased to provide statistics on the Office of Logistics training activities.



John F. Blake  
Director of Logistics

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Suggested Items for Inclusion in the "State of the Agency" Address --

OP

Good quality of applicants  
Relationship between the Agency and Congress and the President

OL

Southeast Asia actions -- new type parachutes; aerial delivery system  
environmental gains -- more protection overseas, etc.

OF

excellent relations with outside community -- businesses, banks --  
never better --

excellent relations with other Government Agencies -- concerning  
taxes; W-2's;  funding; etc.

internally: improvement re SIPS; payrolling; etc.

good quality personnel EOD'ing in OF

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STATINTL

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DD/S 71-0466

9 FEB 1971

MEMORANDUM FOR: Deputy Director for Support

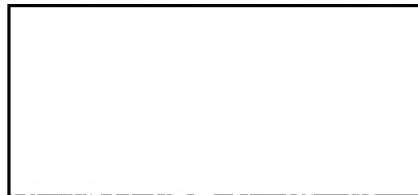
SUBJECT : Suggestions for the Proposed "State of The Agency" Talk

1. This memorandum is in response to your request yesterday for topics which might be developed by the DCI in his proposed "State of The Agency" talk this Spring.

2. I would tend to broaden the two specific examples which you suggested as possibilities yesterday. For example, I think it would be appropriate for the Director to project the Agency's role overseas in the next five years rather than simply concentrate on "a look at Southeast Asia." I admit that Southeast Asia undoubtedly makes a major model within the larger framework but I feel that the Clandestine Service has already entered a dramatic period of change worldwide. In the case of the recent New York Times article, I would suggest broadening this to that which everyone of us has a interest. Namely, the image and position of the Agency in the U. S. Government - again, projected into the future. It occurs to me that there is another side to this coin. The Agency image and role on the world scene (i.e., foreign governments and people).

3. In a narrower sense, we in OC would be most interested in how the Director views our common user telecommunications system downstream. As you well know we are spending a great deal of money and manpower on supporting others. Should we continue to do this? If this common user approach is valid should we operate on a reimbursable basis and in what degree?

4. In projecting the shape, size and description of the Agency in the future I, and I think others, would be very interested to hear the Director's assessment of the relative proportion of resources which he believes should be committed to program categories. I have the impression that increasing resourcing of technical collection is occurring with a decreasing amount of resources made available to HUMINT.



Director of Communications

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

DCI State of Agency

The Department of State seems to be fairly generous in granting disability retirements to Foreign Service Officers who fail to pass medical examinations for overseas service. Would you favor a similar approach for employees under the CIA Retirement and Disability System?

DCI State of Agency.

With the retire at age 60 policy fairly well established, do you contemplate many exceptions in the case of Senior Officers?

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DTP-5977

DD/S 71-0472

10 FEB 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : The Director's State of the  
Agency Address

This memorandum is in response to your request at your 9 February Staff Meeting for information on training which may be included in the Support Directorate's contribution to Mr. Helms' address on the State of the Agency, scheduled in April. I have covered three developments: the curriculum revision -- bringing in the Senior Seminar, the initiation of the Language Development Program, and some of OTR's programs for the Community:

In the Office of Training the curriculum is being overhauled.

Some old courses -- or parts thereof -- which have outlived their usefulness and are no longer relevant are being cut out.

Some new training activities are being initiated. For example, I have approved, on a trial basis, a Senior Intelligence Seminar which will be given this fall for a limited number of Agency officers. The Seminar will be on a par with other advanced governmental training programs.

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Some of you no doubt are also aware of another new training activity -- the special programs on topics of general interest and pertinence to Agency business such as the Youth and Student Forum, held in mid-February, and the program on Narcotics and Dangerous Drugs given here last fall. There will be others.

I want to report to you that the Agency's new language development program is underway. Five years ago when I approved the findings of an ad hoc committee which cited our foreign language deficiencies and recommended the means to overcome these deficiencies, I set January of this year as the target date for the prescribed program. Several recommendations were implemented in the interim, and a recent report shows that there are more employees in full-time language study in the Office of Training than at any time in the last ten years. This reflects only in part the conscientious efforts of career planners to insure full-scale implementation of the Program.

(Here I would like to insert what I personally see as a great need in the Agency: language training for the wives of our employees who are now stationed overseas or who are going to the field.) A courtesy level of the language should be the minimum. And while I am on the subject of training for Agency wives, I want to go

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one step further and say that I am personally anxious to see increased attention given to briefing wives on the area to which they will be going with their husbands, and I urge the individual employee's personal concern that steps are taken to improve the area knowledge of his spouse.)

Before leaving the subject of training I want to mention briefly its assistance to the Community. We have done a creditable job in this area. In December, for example, we conducted the second special program on Intelligence and Foreign Policy for a group of Foreign Service Officers. At the Department's request, there will be more of these. We hosted groups of officers from NSA, DIA, ONI, and the Joint Chiefs for briefings on CIA's activities worldwide. As recently at last week (please note timing: program scheduled for 5 April) we completed an operations training program for a group of senior officers from NSA.

Through the efforts of OTR we developed techniques of training for evading vehicular kidnapping and have given a series of special demonstrations for members of the State Department and the Secret Service. We have conducted programs

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in countersabotage, also for groups from State and the Secret Service, and for members of the Special Forces and the Atomic Energy Commission. We will continue to provide this kind of assistance to our associate agencies as long as it is necessary.



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 Director of Training

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## STATE OF THE AGENCY

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2. S E ASIA

THE JOB WE'VE DONE -

THE FUTURE -

3. EXECUTIVE BRANCH REORGANIZATION

EFFECT ON INTEL COMMUNITY

EFFECT ON AGENCY

AGENCY REORGANIZATION ?

4. AGENCY RELATIONSHIPS - ALL GOOD

WHITE HOUSE

CONGRESS

OTHER AGENCIES

PUBLIC -

BANKS, APPLICANTS, MEDIA

FOREIGN ?

5. DCI ROLE IN THE COMMUNITY AND

HIS USE OF THE AGENCY - HOW IS HE

DOING ? HOW ARE WE DOING ?

6. REVIEW OF ACCOMPLISHMENTS

ITEMS IN PROCESS

FUTURE NEEDS

Some of you are also aware of another activity in training: bringing in highly qualified speakers from outside the Agency -- speakers like  -- to talk, here in the auditorium, on topics of general interest and pertinence to our employees. We invite them to address courses like Intelligence and World Affairs or the Advanced Intelligence Seminar, and <sup>to</sup> use the auditorium so that others of you can hear and question these distinguished scholars and public servants. There will be more of these sessions and I encourage you to attend when you can.

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